Stanton

CITY OF STANTON CALIFORNIA 1956

"COMMUNITY PRIDE AND FORWARD VISION"

CITY COUNCIL

GOALS, PRIORITIES AND ACTION PLANS

RESULTS OF THE DECEMBER 10 - 11 1993
CITY COUNCIL WORKSHOP

FEBRUARY 8, 1994

TABLE OF CONTENTS

EXECUTIVE SUMMARY

On December 10 and 11, 1993 the Stanton City Council met in a workshop to discuss goals and priorities to shape a quality future for the community. Specifically, it was thought that by reaching consensus on a guiding vision, commitment to core values, and proactive action plans, the City of Stanton could meet the challenges and opportunities of the 90's head-on, and continue to make progress towards the quality of life desired by the City Council and their constituents.

At the workshop, the City Council reached consensus on the components of a Community Vision Statement and a description of the type of City organization, services and employees which will be needed to support the City Council in their pursuit of the Community Vision.

The City Council's vision for the community focuses on the desire for public safety, well maintained properties and facilities, a thriving business community and economic base, and a strong sense of community identity and involvement.

In describing the type of City organization needed to achieve the Community Vision, the City Council identified professional customer service oriented staff, consistent, goal oriented decision making, focus on business and job creation and partnership relationships with the community as high priorities.

Based upon the Community and Organizational Vision statements, the City Council identified several Priority Focus Areas designed to move the community and City organization towards the City Council's Vision. These Priority Focus Areas are:

- Continued focus on public safety as a priority
- Maintenance of public and private properties
- Encouraging high quality business and economic development
- Promoting community involvement
- Investing in organizational development

After establishing Priority Focus Areas, the City Council brainstormed specific action planning items for each Priority Focus Area. Additionally, the City Council directed staff to make further recommendations regarding Action Plans and to bring a draft report of workshop results and proposed Action Plans back to the City Council for review in approximately 1 month. On January 31, 1994, the City Council reviewed the draft document and directed staff to make modifications and bring the report back for formal adoption. The report was formally adopted by the City Council on February 8, 1994.

A brief description of each Priority Focus Area and recommended Action Plans follows.

The goal of public safety related recommendations is to continue the City Council's focus on public safety as a priority, through crime prevention efforts and leveraging community resources. Action Plans under the public safety Priority Focus Area include completing the Community Safety Advisory Committee (CSAC) project, pursuit of grants for additional sworn and non-sworn safety staff, exploring

options for expanding Neighborhood Watch and Crime Prevention efforts and including public safety related review as part of the City's development approval process.

Regarding the City Council's focus on maintenance of public and private properties this report includes Action Plans to complete the Civic Center Project, development of a proposal for a Target Neighborhood Improvement Program and property maintenance ordinances, preparation of a long term maintenance and replacement program for City infrastructure. The purpose of these Action Plans is to provide for the upgrade and maintenance of public and private properties, towards the goal of making Stanton a desirable community in which to live and conduct business.

The business and economic development Action Plans provide for an active economic development effort of business attraction, business retention and expansion, and real asset management. Specific Action Plans include the development of short and long term economic development strategies, expansion of the City's business outreach programs and the development of a program to actively manage the City's real property assets. Once in place, these Action Plans will continue the City's progress, building on recent economic development successes.

Community involvement Action Plans focus on creating opportunities for community outreach and involvement. Based upon the City Council's desire to engage the citizens of Stanton in creating a quality future for the community, this section of the report includes programs such as expanding the City's volunteer program, establishing a pilot Neighborhood Council Program under the auspices of the Coro Foundation and establishing proactive customer feedback opportunities. This section of the report also contains methods for improved public information and marketing activities.

The final City Council Priority Focus Area, organizational development, identifies strategies to improve organizational productivity and responsiveness. Action Plans are included regarding staff training and development, the use of technology to increase productivity and creative ways to stimulate process re-engineering and continual organizational improvement. This section also addresses establishing long-term financial stability programs, including the development of a long-range financial plan.

The workshop report concludes with a discussion of Workshop Follow-Up and "Next Steps," specifically in response to City Council direction. The report describes methods for sharing workshop results with staff, commissions and other interested parties as well as incorporating City Council priorities into annual operating and capital improvement budgets and staff work programs. This section also includes a status report on several items which the City Council directed staff to implement immediately following the workshop. Some of these items include changes to City Council reports, meetings and order of Agenda, the development of a Computer Technology Action Plan, provision of financial reports to the City Council and operational changes to improve public access to City staff.

The Action Plans contained in this report represent an aggressive approach to assuring a positive future for Stanton. Implementation of these activities will require considerable focus and prioritization of the City's resources. The recommendations for action planning, timing and funding in this report are very broad at this point. They assume the continuance of current routine workloads and existing special project activities. Funding for many of the Action Plans will be a major challenge. New sources of

funding may be required and/or existing sources of funding will need to be prioritized in order to fund major aspects of the proposed Action Plan. It is anticipated that over the next several months the City Council and staff will further review the Priority Focus Areas and Action Plans and make decisions regarding priority and funding opportunities as part of the FY 1994-95 budget. Once adopted as part of the 1994-95 budget, staff will prepare specific staffing assignments, time frames and evaluation criteria and methodology for each action planning item.

VISION AND VALUES

Formally stating collective Vision and Values provides the City Council with the mechanism to "set the course" for the community and City organization. The City Council's Vision and Values articulate the City Council's preferred future and establish the target at which to aim. Once incorporated into the City Council and staff decision making process, the City Council's Vision and Values become the benchmark against which all programs, activities and decisions are checked for consistency.

At the December workshop the City Council identified the following community and organizational attributes as descriptive of their Vision and Values. The Community Vision describes the type of community the City Council desires to create and maintain. The Organizational Vision and Values statements describe the type of City organization, services and employees which will be needed to support the City Council in their pursuit of the Community Vision.

Community Vision

Stanton is a community where

- People are and feel safe
- Properties (public and private) are clean and well maintained
- Business thrives and is welcome
- There are major businesses and shopping opportunities
- There are plentiful recreation facilities, programs and activities
- Citizens are united, knowledgeable and involved
- There is a strong sense of community identity
- All community resources are focused to meet needs in a creative, resourceful manner

Organizational Vision

Achievement of the Community Vision will be supported by a City organization committed to

- Working in partnership with the community
- Earning community trust through consistent, quality, professional service to the public
- Promoting and encouraging quality business activities and the creation of jobs for Stanton residents
- Creative, customer-oriented solutions to issues
- Decision making based on stated City Council goals and values
- Maintaining an environment which encourages professional growth and teamwork among City staff
- Demonstrating utmost respect toward the public, elected and appointed officials and City staff at all times

MOVING TOWARD THE VISION

Moving toward the City Council's Vision requires the setting of priorities and development of action plans. Based on an assessment of where the community and City organization currently stand in relation to the City Council's Vision, the City Council identified five Priority Focus Areas. These included:

- Continued focus on public safety as a priority
- Maintenance of public and private properties
- Encouraging high-quality business and economic development
- Promoting community involvement
- Investing in organizational development

These Priority Focus Areas form the foundation for development of policy and budget decisions as well as staff work programs. For each Priority Focus Area, the City Council approved specific projects and activities which, if undertaken, would make progress toward the City Council's Vision. For each project, staff has included a brief project description and estimated time frame for completion. Ultimately, specific Action Plans and timetables will be developed and included in budget and management work program documents.

PUBLIC SAFETY

Council Direction	Activity	Time Frame
Establish and support Community Safety Advisory Committee (CSAC)	CSAC process underway, recommendations to City Council for consideration upon completion	3/94
Keep all Sheriff patrol staff "on the streets"	Directive implemented	Completed/ ongoing
Pursue grants for additional sworn and/or non-sworn staff, youth programs, gang liaison etc. Consider volunteer programs also	Staff to explore options and opportunities and report back to City Council	9/94
Explore options for expanding Neighborhood Watch and Crime Prevention staff. Look at creating own staff, expanding Sheriff's contract or contracting with other agencies	Staff to explore as part of FY 1994-95 budget process. Provide options and recommendations to City Council	5/94
Include Public Safety-related review as part of development approval/design review. Build into development fees so as to be self-supporting	Staff to include as an option in FY 1994-95 budget	5/94

Staff Recommendations

Prepare City organization and facilities for disaster response	Complete Emergency Preparedness Plan for City operations	5/94

6

MAINTENANCE OF PUBLIC AND PRIVATE PROPERTIES

Council Direction	Activity	Time Frame
Complete Civic Center Project	Close out remaining construction contracts	3/94
	Develop options and action plans for non-construction related needs i.e. hardscape, pictures, furnishings, uniform office equipment, etc.	3/94
Establish a multifaceted, systematic approach to upgrading run-down properties and neighborhoods and cleaning blighted areas	Develop a Target Neighborhood Improvement Program proposal for City Council consideration	9/94
	Through the City's comprehensive Housing Strategy (new ordinances such as Santa Ana and Orange etc.), develop programs aimed at upgrading existing single and multi-family housing. Include items such as property inspection programs, educational activities, etc.	7/94
	Conduct a "best practices" review of laws, ordinances and programs to facilitate timely, cost-effective nuisance abatement and other code enforcement issues. Report to City Council for consideration.	7/94

MAINTENANCE OF PUBLIC AND PRIVATE PROPERTIES (continued)

Council Direction	Activity	Time Frame
Prepare a plan for long-term maintenance/replacement for streets, sewer, storm drain and other infrastructure	Update 7 year Capital Improvement Program (CIP). Review and update previous Pavement Management System (PMS) evaluation. Prepare funding options for City Council consideration	10/94

BUSINESS AND ECONOMIC DEVELOPMENT

Council Direction	Activity	Time Frame
Establish focused Economic Development effort	Re-establish City Council Development Committee and staff Economic Development Committee	Completed/ ongoing
Business Attraction	Actively pursue new business enterprises for key retail/ commercial areas.	Underway
	Based on 1990 Economic Development strategy prepared by GRC - Copenhaver, develop target areas and industries and develop FY 1994-95 Action Plan	8/94
	Prepare proposal for joint City/Chamber Business Opportunity Center	4/94
Business Retention and Expansion	Continue Business Outreach and Focus Group Programs. Identify "at risk" business. Meet with owners to identify issues and ways City can assist them	Underway/ongoing 7/94
	Conduct BASIS Campaign in conjunction with Chamber of Commerce	7/94 - 10/94
	Develop commercial center rehab loan program through RDA. Proposal to City Council with FY 1994-95 budget	5/94

Council Direction	Activity	Time Frame
Real Asset Management	Prepare Real Asset Inventory and Management Plan (to maximize value of City property and leaseholds) for City Council consideration	1/95
	Actively market Cultural Arts and Recreation Center (CARC) to achieve maximum usage and revenue, consistent with City Council policy. Marketing plan included in FY 1994-95 budget deliberations	5/94
	Establish revenue-generating use of Mary Perez School site	7/94
	Develop proposal for Business Opportunity Center or other use at former Stanton County Water District site	Business Opportunity Center proposal 4/94. Alternate use as part of Real Asset Management Plan
	Formalize Stanton Neighborhood Center lease	9/94

Council Direction	Activity	Time Frame
Establish community outreach programs (continued)	Establish customer feedback mechanisms and opportunities including proactive solicitation of customer comments, and monthly focus groups	8/94
	Establish a speakers bureau senior staff. Train speakers bureau staff and solicit opportunities to address neighborhood groups, service clubs, etc.	9/94

ORGANIZATIONAL DEVELOPMENT

Council Direction	Activity	Time Frame
Establish "In House" training and development program	Conduct needs assessment. Develop Draft Program. Program Implementation.	3/94 5/94 7/94
Establish/continue employee communication programs	Continue quarterly meetings, including ongoing measurement of morale and productivity and sharing of City Council goals and priorities. Continue task force approach to problem solving	Ongoing
Maximize effective use of technology and equipment to increase productivity	Conduct computer needs assessment and evaluate effectiveness of improving computer capabilities within the organization. Recommendations to City Council	4/94
	Evaluate status of City and Public Works equipment. Recommendations to City Council as part of FY 1994-95 budget process	5/94
Develop ongoing ideas for increasing effectiveness, increasing revenue and decreasing costs	Continue existing Employee Suggestion Program	Ongoing

ORGANIZATIONAL DEVELOPMENT (continued)

Council Direction	Activity	Time Frame
Develop ongoing ideas for increasing effectiveness, increasing revenue and decreasing costs (continued)	Develop process re-engineering recommendations for consolidating work activities such as annual, pre-established consultant lists, contracts, and/or group purchasing with other agencies, "contracting in", two-year budgeting, etc.	9/94
	Develop employee "gain-sharing" proposal for City Council consideration with FY 1994-95 budget	5/94
Establish accountability mechanisms to assure organizational focus on City Council Goals and Priorities	Establish management work programs with quarterly reviews	8/94
	Establish quarterly "work in progress" reports to City Council	9/94
	Establish key results indicators and performance criteria for each department. Monthly reporting of productivity statistics	7/94
Establish long-term financial stability	Develop long-range financial stability plan for City Council consideration. Include analysis of long-range revenue/expenditure relationships, funding gaps and recommended strategies for meeting operating and capital needs	1/95

14

FOLLOW UP/NEXT STEPS

At the close of the workshop, the City Council established a program of follow up/next steps to keep the process moving forward. Specifically, the City Council directed the following to occur:

Council Direction	Activity	Time Frame
Share workshop results with all staff	Conduct small group meetings to review workshop results	Completed, 12/93
Incorporate City Council Vision, Values and Priorities into staff reports, press comments, etc.	Incorporated into revised staff report instructions,	Completed, 12/93 ongoing
Develop Action Plan for City Council review in approximately one month	Draft prepared and delivered to City Council. Workshop scheduled	1/94
Schedule joint meeting with Commissioners after Action Plan adopted	Schedule workshop re Council goals and priorities	3/94
	Schedule regular workshop with commissions (at least twice per year)	7/94
Schedule joint meeting/ study session with CSAC upon completion of CSAC Report	Schedule joint meeting with CSAC	4/94
	Include all commissions in CSAC review/implementation	5/94
	Encourage all commissions to attend City Council meetings when City Council considers formal adoption of CSAC recommendations	5/94
City Council Reports/ Meetings Agenda changes	Completed	1/94
Computer Technology Action Plan	Underway	2/94

15

FOLLOW UP/NEXT STEPS (continued)

Council Direction	Activity	Time Frame
Financial Reports to City Council	FY 1992-93 Review to City Council	1/94
	Mid-year FY 1993-94 Review to City Council	2/94
Lunch hour changes to improve public access	Completed	1/94
Phone system improvement	Scheduled (including staff training)	2/94
Dress Code policy	Draft circulated. Formalized by end of January/early February	2/94
MSI Study to City Council for implementation	Scheduled	3/94

APPENDICES

17

CITY OF STANTON
CITY COUNCIL GOAL AND PRIORITY SETTING WORKSHOP
DECEMBER 10 - 11, 1993

OUTLINE

INTRODUCTION/GETTING STARTED (CONSENSUS)

Ice breaker Exercise (What group wants to accomplish, bring to process, need from   group, personal goals, concerns)
Roles (Mayor, Council, City Manager)
Agenda
Ground rules (How group will work together, make decisions, etc.)

ABOUT CHANGE (GROUP DISCUSSION)

Barriers to Change (Transition curve, relationships, history, inertia, etc.)
Creating Lasting Change/Continuous Improvement (Personal commitment, teamwork
      systems, measurement/accountability, think small, communication/involvement, ongoing
      review/rewards, continuous process)

STRATEGIC DIRECTION/GOALS (CONSENSUS)

Vision (Customer/Citizen focused)
Mission (City's role in achieving the vision)
Core Values (What's really important to us?)
Priority Focus Categories (Where should we place our emphasis?)

ORGANIZATIONAL STATUS REPORT AND CITY MANAGER OBSERVATIONS

Review City Manager's 60 Day Action Plan
Community Feedback
Financial and Economic Development Issues and Strategy
Organizational Development Issues and Strategy
Community Relations Issues and Strategy
City Council Support
Other

ACTION PLANNING OBJECTIVES (CONSENSUS)

Priority Projects/Activities
Next Steps (Report from workshop, feedback to stakeholders, bringing staff,
      commissions, committees "on board", when/how to revisit process/evaluate progress)

RECAP/CLOSE (GROUP DISCUSSION)

Revisit Workshop Goals (Did we accomplish what we wanted?)
Closing Exercise

ORGANIZATIONAL STATUS REPORT AND CITY MANAGER OBSERVATIONS

Review of 60 Day Action Plan

Community Feedback

Organizational Development/Investment

      Employee Morale and Productivity

      Tools and Technology

      Employee Compensation

      Workforce Development

      Accountability

Organizational Structure

Financial Management

      Financial Reporting

      Short Term Strategies

      Long Term Strategies

      Budget Process

Economic Development

      Business Attraction

      Business Retention and Expansion

      Real Asset Management

      Neighborhood Improvement

      Infrastructure Issues

Community Relations and Marketing

Customer Responsiveness and Feedback

Press Relations

Marketing and Communication Programs and Materials

Community Outreach and Empowerment

City Council Support

Regional Committees and Issues

Master Calendar

Open and Respond to Mail

City Council Staff Reports, Agenda and Meetings